

Entrepreneur 'pitch' culture spreads across CT

By Matt Pilon

mpilon@HartfordBusiness.com

Glastonbury resident Marien Zanyk walked on stage at a UConn auditorium in Farmington this month and looked out at an audience of more than 60 investors, bankers, attorneys and other supporters of the state's entrepreneurial ecosystem.

The former real estate investor and medical device saleswoman with a pathology doctorate didn't hesitate, launching into a two-minute presentation about her free-form exercise device and why investors should back it.

"It's really nice to introduce you to WillowWORX," said Zanyk, displaying a deck of slides featuring pictures of the 40-pound, tree-like device, which she's pitching as a better and less costly alternative to heavier and more expensive weights and exercise machinery. "It is truly exercise inspired by nature."

Zanyk's confidence on stage at the Crossroads Venture Group (CVG) event belied the personal significance of the moment. It was the first time she had ever formally pitched her 2014 invention to a crowd, she said.

Zanyk wasn't getting investment offers that night, but she hopes to soon. Lucky for her and others, thanks to groups like CVG, the Angel Investor Forum, Yale Entrepreneurial Institute (YEI), and others, Connecticut entrepreneurs have more opportunities today than ever before to hone their pitches

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Glastonbury's Marien Zanyk said her WillowWORX device, which she recently pitched to investors, is inspired by the Mountain Laurel tree, which she used during workouts to help her recover from Lyme Disease several years ago.



FACES OF BUSINESS

Hartford's Archivist

Despite pressures from the digital-information age, Frank Valente Jr. said his Hartford paper storage company still has a bright future. **PG. 3**



EXECUTIVE PROFILE

Startup Culture

Find out what inspired Kurt Barwis to bring a startup culture to Bristol Hospital, which he has led to fiscal stability since being named CEO in 2006. **PG. 5**

EXPANDED FOCUS

CONTINUING AND GRADUATE EDUCATION

FOR PROFESSIONALS AND EXECUTIVES

In today's competitive business world, the need to build and expand job competencies and professional know-how has never been greater.

This week Hartford Business Journal features a special focus on continuing and

graduate education. We explore trends impacting higher education, including the growing number of degree and non-degree programs for entrepreneurs, as well as increasing efforts to attract international students to business schools and colleges. **PG. 9**

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Frank Valente Jr. said the digital revolution will reduce but not eliminate the need for paper document storage, meaning his Hartford company — Capitol Archives and Record Storage — still has a future.

FACES OF BUSINESS

Valente is Hartford's paper records archivist

By Stan Simpson

On the office wall of Frank Valente Jr.'s Laurel Street office is a framed original blueprint, circa 1860, of an insurance company's fire sprinkler system. Near that artifact is a framed original front page of The Connecticut Courant (later to be known as The Hartford Courant) from Sept. 24, 1798.

For 35 years, Valente's business — Capitol Archives and Record Storage — has carved a niche as a Hartford-based records storage and management company, cataloging such things as medical records, wills, original documents, accounting files and computer tapes.

As the company evolved, it included paper-shredding services, document restoration and a full-service copy center to its portfolio. Its clients include lawyers, doctors, hospitals, insurance companies, banks and architectural firms — entities that need a place to store important paper work.

"I love pediatricians," boomed Valente, a burly man with close-cropped gray hair and a goatee. "Because they have to keep their charts for 28 years — 18 years and 10 more after they leave. Give me all the pediatricians in the world."

Pediatrics wasn't exactly the sector Valente's father, Frank Valente Sr., was looking for in the 1970s.

In 1977, the father, who worked in construction and was a cabinet maker, purchased the bank-owned building on Laurel Street with the intention of setting up a wood-working company.

The following year, Valente Sr. decided to turn the 100,000-square-foot building into a "You Store It" warehouse operation, renting out space to individuals who needed storage.

Capitol Archives and Record Storage was officially launched in 1981.

Later, another 100,000-square-foot storage facility was purchased on Windsor Street a few miles away. Today, the company has about 500,000 boxes stored in 2 million cubic feet

of storage space.

"When I started, you could give me a customer's name and a box number and I could tell you where it was in the building," Valente, 57, said.

An automated-computer system, with bar codes and digital mapping, handles those duties now. "My motto is I want to make it feel like your file never left your office," Valente said. "That's how we service our customers. I'm saving customers a lot of money by keeping the records here."

The business generates about \$1 million in revenue; with storage costs ranging from \$20 to \$3,000 a month, depending on the number

Continued ▶



Stan Simpson

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Valente

of boxes needed. Boxes can range in size from 1.2 cubic feet and up.

Valente estimates he has about 300 customers. There are 10 employees, including 6 full-timers.

In this age of high technology, in which documents can be stored digitally via the "cloud," Valente is not worried about his business becoming obsolete.

"If you're going to scan everything, I'd (still) keep my records for at least two to three more years before I destroyed them; just to have them," he said. "There is no backup on the cloud, as far as I can see. You don't know where it is. And how HIPPA-compliant is it?" (The Health Insurance Portability and Accountability law — known as HIPPA — establishes privacy guidelines to protect patient records.)

As an example of how technology has its faults, Valente notes that in the early 1990s, one of his clients invested heavily in scanning employee health-benefit documents. As a backup to the scans, Capitol stored the papers in about 2,000 boxes.

"Then one day I get a call and someone says 'do not destroy those boxes ever because we can only account for 25 percent of what was scanned,'" Valente said. "I don't think we'll ever be without paper. I mean, we'll have less, but I don't think we'll ever be without paper."

Over the years, Capitol's document-restoration services have also come in handy. There was the time 10 years ago when a law firm's basement flooded, damaging many documents. The installation of a dehumidifier by the firm made it worse. But over the next 18 months, Valente said his company was able to re-wet the docs, remove the mold



Frank Valente Jr.'s Laurel Street storage center could be seized by eminent domain as part of plans to rebuild I-84.

and restore the paperwork.

Frank Valente Sr. died in 2006.

Valente Jr. fondly recalls his at times contentious interactions with his father, who he describes as business savvy, but more frugal than him. The two would often travel to auctions to buy metal storage racks at bargain prices. As Frank Jr. began to control more of the business, he still found himself bickering with dad about expenses.

"I say this as a joke," Valente Jr. said. "If I needed to buy a pencil I had to give my father a spreadsheet to see if the cash flow was there to handle it. He taught me to work within the cash flow."

In the next few years, Capitol may be facing a new challenge. The state plans to

rebuild and replace the I-84 section that runs through Hartford.

That would mean the likely purchase of Valente's four-story Laurel Street building through eminent domain.

The proceeds from the Laurel Street building would likely help Valente finance a new building.

Until the state's plans are approved, it's an option this archivist will have to keep filed away.

Stan Simpson is the principal of Stan Simpson Enterprises LLC, a strategic communications consulting firm. He is also host of "The Stan Simpson Show," which airs Saturday, 5:30 a.m., on Fox CT or www.fox61.com/stan.

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Kurt Barwis

President and CEO, Bristol Hospital and Health Care Group.

Highest education: MBA, La Salle University, Philadelphia, 1997.

Executive insights:

"Self awareness, I think that's a key to any leader ... and challenging yourself, I think that is a key, because nobody is perfect. ... We use outside executive coaches, so we have 360s happen for every leader in this organization every two years."

Kurt Barwis helped turn around the financially strapped Bristol Hospital but he continues to face a tough industry environment.

Barwis infuses startup culture at Bristol Hospital

By John Stearns

jstearns@HartfordBusiness.com

Kurt Barwis was an aspiring artist who loved to paint, draw and sculpt in high school, but interning as a messenger for a law firm active in entertainment exposed him to other possibilities. He met noted musicians, ran errands in a law partner's Porsche and saw a different side of life. "It was a lot of excitement and I got a taste of a different world," said Barwis, president and CEO of Bristol Hospital since 2006. "That experience was very informative for me."

Uncertain about a career, his mother, a nurse, advised him to get a job at the local hospital as he pondered his path. He worked in radiology patient transport.

"You learn a lot when you travel around the floors," said Barwis, 58. "The perspective of understanding the organization is much different."

He saw that "no matter where you are in this kind of a facility, you're helping people get better and it's kind of a calling."

He got hooked on hospitals — and hitched. He spied his future wife when the dietary aide flashed a smile while pushing a food cart as he transported a patient. Barwis was determined to meet her. He did, beginning a hospital romance. He and Jean married 32 years ago and have two grown children, 27 and 24.

Barwis migrated into the hospital business office, working while studying for his accounting degree at the University of Pennsylvania's Wharton School before joining Coopers & Lybrand auditing hospitals and banks.

He returned to hospitals as director of patient resources for a Philadelphia facility, then ventured into executive roles with medical equipment and device companies, including a stint as VP of finance and COO for a startup. "It was a lot of fun because to work in an early stage environment ... it's a singular goal and you count on each other to really get to the next milestone," he said. "That was eye-opening for me."

Barwis returned to hospitals in 1998, as system vice president-managed care and business development in Elkton, Md., in between getting his MBA in 1997 and

CPA in 1999. He got the bug to run a hospital. "I always thought I'd be a wingman, I was a happy doing that," Barwis said, but he envisioned infusing elements of startup culture into a community hospital.

First, to broaden his experience, he became senior VP and COO of a Leonardtown, Md., hospital in 2003.

When the Bristol job opened in 2006, the hospital had a \$9.4 million operating loss, but Barwis applied his finance experience and launched a turnaround. The hospital had a \$533,000 operating gain in fiscal 2015.

"I would never take personal credit for anything because it's always a team that does it," Barwis said. He believes leadership should be selfless. He likes shared governance and robust debate among his executive team before decisions.

Barwis, who sits on the state Health Care Cabinet weighing healthcare reform, continues seeking improvements, including consolidating about a dozen departments in a proposed medical office building in downtown Bristol to benefit the hospital and patients.

The hospital also maintains a network affiliation agreement with Yale New Haven Health System, benefiting Bristol with supply savings and some shared services. It plans to join Yale's accountable care organization for additional benefits.

Donna Galluzzo, president of Corridor, a national revenue cycle management and consulting firm for nonacute health care, has known Barwis since he arrived.

"I've been in the healthcare industry for over 30 years and there are very few individuals who I have met who have that rare combination of incredible intellect with strong heart — and Kurt combines both of those beautifully," Galluzzo said.

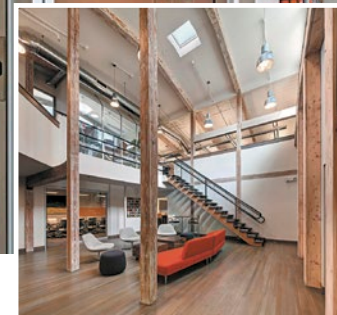
"I see Kurt as a David in a field of Goliaths," she said of Bristol remaining small, but mighty, in a consolidating industry. It has attracted top staff because of its culture, Galluzzo added.

Away from work, Barwis is a big-time Philadelphia Eagles fan. He also finds therapy in travel, including to third-world countries. "It's eye-opening when you realize what you really don't need to live," he said.

Check out a video clip of Kurt Barwis's interview at hartfordbusiness.com.

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BY THE NUMBERS

\$86.1B

The metro Hartford region's gross domestic product in 2015, up 3 percent from a year earlier, according to the U.S. Department of Commerce's Bureau of Economic Analysis.

300

The number of jobs Connecticut added in August, which helped lower the state's unemployment rate to 5.6 percent.

9.1%

The percentage increase in Connecticut home sales during the month of August, as 3,753 single-family homes traded hands, according to the Connecticut Realtors.

39,000

The number of high-school-aged youth found to be disengaged or disconnected from their schools in Connecticut, either because of weak attendance, or academic or behavioral challenges.

TOP 5 MOST READ

on HartfordBusiness.com

■ **CT CPA guilty in Ponzi scheme**

■ **CCSU names finalists for president's post**

■ **Lazowski tapped to chair national parking group**

■ **CT pledges \$220M to lock up Sikorsky**

■ **Morning Consult: Malloy remains 2nd least popular governor**

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The Sikorsky CH-53 King Stallion lifts a 27,000 pound external load.

TOP STORY

CT pledges \$220M to lock up Sikorsky

The state's chief executive and defense giant Lockheed Martin reached a pact to keep building Sikorsky helicopters in Connecticut through 2032, while expanding Sikorskys' in-state payroll. The state has pledged \$220 million in financial incentives to the parent.

Gov. Dannel P. Malloy and Lockheed Martin announced their agreement last week. It requires approval from state lawmakers via special session.

Lockheed Martin bought 85-year-old Sikorsky Aircraft, based in Stratford, from United Technologies Corp. in Farmington last November.

Under the deal, Sikorsky will build nearly 200 CH-53K King Stallion heavy-lift helicopters in Connecticut for the U.S. Navy through at least 2032. Lockheed Martin said it had other sites in mind for CH-53K production.

In exchange for \$220 million in grants and tax exemptions, Malloy said, Lockheed Martin will:

- Keep the Sikorsky headquarters in the state and maintain Connecticut as a primary production facility for its government-based helicopter business;
- Retain and grow its full-time employment in Connecticut to more than 8,000 by the end of year 14;
- Nearly double its spending of \$350 million per year with local Connecticut suppliers throughout the state;
- Increase its capital spending for machinery and equipment by 22 percent.

EDUCATION

CCSU names finalists for president's post

Three finalists have been named in the nationwide, months-long search for a new president of Central Connecticut State University (CCSU) in New Britain.

The finalists include Terry L. Allison, chancellor and professor of English at Indiana University in South Bend; Christopher M. Fiorentino, interim president at West Chester University in West Chester, Pa.; and Zulma R. Toro, executive vice chancellor and provost and professor of engineering at the University of Arkansas at Little Rock.

CCSU is one of the 17 institutions of the Connecticut State Colleges and Universities (CSCU).

Selection of a top candidate is expected this fall with ratification anticipated to go before the full board of regents on Oct. 20 at CCSU.

ECONOMY & LABOR

CT's Aug. jobless rate dips to 5.6%

Connecticut's unemployment picture brightened more a bit in August, with the addition of 300 jobs, but the downward revision of the previous month's count was more validation of this state's stubborn job recovery, the state's fresh labor survey shows.

The preliminary estimate of Connecticut's total nonfarm employment from the business survey administered by the federal Bureau of Labor Statistics (BLS) show the state in August had seasonally adjusted employment of 1,690,800, according to the state Department of Labor.

From Aug. 2015 through last month, the state has grown by approximately 18,600 positions (1.1 percent, or 1,550 jobs per month), the agency said.

Connecticut's jobless rate fell for the second straight month, to 5.6 percent in August, but was above the 5.3 percent jobless rate posted the same month last year. July's statewide unemployment rate was 5.7 percent.

U.S. unemployment stood at 4.9 percent in August.

Hartford metro GDP rises 3 percent in 2015

Metro Hartford's real gross domestic product (GDP) increased by about 3 percent in 2015, one of 292 metropolitan areas across the country to do so, according to data released by the federal government.

The Hartford metro area GDP rose to \$86.1 billion in 2015 compared with \$83.5 billion in 2014, the U.S. Department of Commerce's Bureau of Economic Analysis reports. That makes the Hartford region the 40th largest metro area in the country, statistics show.

Collectively, real GDP for U. S. metropolitan areas increased 2.5 percent in 2015 after increasing 2.3 percent in 2014.

HEALTH CARE

Study: CT Obamacare premiums cheaper than employer-sponsored plans

Average unsubsidized premiums for health insurance purchased on the Affordable Care Act exchange in Connecticut this year were 1 percent cheaper than average premiums for employer-sponsored insurance in the state, according to a study by the Urban Institute's Health Policy Center.

That's less of a difference than seen nationally, where unsubsidized non-group premiums in the exchanges averaged 10 percent less than average employer-sponsored insurance. The study, which notes recent news reports about rising marketplace costs including in Connecticut, adjusted for differences in actuarial value, including effects on healthcare utilization and age distribution to create an "apples-to-apples" comparison.

The average employer-sponsored premium in the U.S. was \$516 per month and the unsubsidized marketplace premium was \$464. In Connecticut, the employer plans averaged \$561 per month and the unsubsidized marketplace premium averaged \$556.

GOVERNMENT & POLITICS

Morning Consult: Malloy remains 2nd least popular governor

Democratic Gov. Dannel P. Malloy remains the country's second least popular governor, outranked only by Kansas Gov. Sam Brownback, a Republican, according to online polling and market research analyst Morning Consult.

The three least popular governors — Brownback, Malloy, and New Jersey Republican Gov. Chris Christie — have disapproval ratings of 71 percent, 70 percent and 68 percent respectively, Morning Consult found.

The analysts surveyed 71,900 registered voters in all 50 states from early May 2016 through early Sept. 2016. Survey respondents were asked whether they approved or disapproved of their governor's job performance.

Malloy's disapproval ranking has not shifted substantially since the previous survey, analysts said.

CBIA endorses majority GOP candidates

The Connecticut Business & Industry Association last week endorsed 102 candidates for the state legislature, backing a majority of Republicans in the upcoming Nov. 8 election.

Overall, the CBIA backed 18 GOP candidates for the state Senate compared to four Democrats. In House races, CBIA backed 61 Republicans vs. 19 Democrats.

The endorsements come weeks after the CBIA disclosed a plan to spend more than \$400,000 to endorse General Assembly candidates through direct mail and radio and online advertising, as first reported by the Connecticut Mirror.

CBIA President and CEO Joe Brennan said voters must elect candidates who understand the urgency facing Connecticut about growing the economy and creating jobs.

TRANSPORTATION

Report: CT ranks 44th in U.S. on highway performance, value

Connecticut ranks 44th in the nation in highway performance and cost-effectiveness, according to the 22nd Annual Highway Report published by the Reason Foundation.

The Libertarian nonprofit think tank ranks every state's highway system for pavement condition, traffic congestion, bridge deficiencies, traffic fatalities and spending per mile.

The state ranks ninth in fatality rate, 46th in deficient bridges, 24th in rural Interstate pavement condition, 26th in urban Interstate pavement condition, and 31st in urbanized area congestion.

On spending, Connecticut ranks 47th in total disbursements per mile and 50th in administrative disbursements per mile.

Connecticut's state-controlled highway mileage makes it the 44th largest system.

The report is based on spending and performance data that state highway agencies submit to the federal government.

HOSPITALITY & TOURISM



Fall foliage in Connecticut is a popular draw for Northeast leaf peepers.

CT gears up for fall foliage tourists

Connecticut is promoting tourism here with a "Find Fall Faster" campaign that touts the state's close proximity to major Northeast cities and its lengthy foliage season.

Planning a fall getaway in the longest autumn season in New England is also made easier with a host of new travel resources accessible at the CTvisit website.

Resources the state is offering to tourists include a Connecticut Fall Foliage Finder that features week-by-week reports on peak colors across the state; a leaf-peeping guide for excursions and trips; scenic driving loops; and 20 pre-planned getaways.

Christopher Martin, director/state forester, at the state's Department of Energy and Environmental Protection, said Connecticut's foliage season typically runs longer than northern New England states.

BANKING & FINANCE

Mohegan Sun operator seeks to refinance \$1.4B debt

The Mohegan Tribal Gaming Authority is planning to refinance \$1.4 billion in loans and use the proceeds to repay or retire other forms of debt, the Authority said.

The Authority, which owns the Mohegan Sun in Uncasville and Mohegan Sun Pocono in Wilke-Barre, Pa., said in a statement it has engaged Citizens Bank, Merrill Lynch and a handful of other lenders to arrange \$1.4 billion in new senior secured loans. The closing is subject to obtaining lender commitments, as well as market and other customary lending conditions, the Authority said.

The outstanding debt represents about \$678 million in notes that carry interest rates of 9.75 percent, due in 2021, and 11 percent, due in 2018, said Keith Foley, senior vice president for the corporate finance group at Moody's Investors Service Inc.

MANUFACTURING

Ex-Kaman chief Paul Kuhn dies

Paul R. Kuhn, who succeeded Kaman Corp.'s eponymous founder as chairman, president and CEO, has died. He was 74.

Kuhn joined the Bloomfield aeroparts maker as president and CEO in 1999 following a varied career with industrial concerns in and outside Connecticut. Two years later, Kuhn also succeeded founder Charles H. Kaman as chairman. Kuhn retired in Feb. 2008.

Kuhn's successor, Neal J. Keating, announced Kuhn's death to Kaman's employees last week, listing some of his key contributions that continue to successfully impact its business model.

"In addition to a smooth transition from the leadership of our founder," Keating said, "his accomplishments include the recapitalization of the company from a dual class stock structure, the sale of the music segment and the development of a strong board and management team"

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CALENDAR

FRIDAY, OCT. 7

TechImpact Summit



Judy Eide



Mark Ramsey

Farmington's The Walker Group will be hosting a TechImpact Summit on Oct. 7 in Farmington focusing on topics that include cybersecurity, cloud/hybrid cloud and hyperconvergence.

TechImpact, which runs from 9 a.m. to 4 p.m. at the Farmington Marriott, 15 Farm Springs Road in Farmington, will also feature over 30 innovative technology companies, including RSA, Splunk, Zerto, Nutanix, Dell, EMC, Microsoft, VMWare and Aruba Networks.

Keynote speakers will include FBI Special Agent **Judy Eide**, who is currently assigned to the Bureau's New Haven Division Computer Crime squad and is also a coordinator of the Connecticut Chapter of InfraGard, and **Mark Ramsey**, who is the chief information security officer for ASSA ABLOY — Americas and president of the Connecticut Chapter of InfraGard.

For more information or to register go to: www.thewalkergroup.com/techimpact/.

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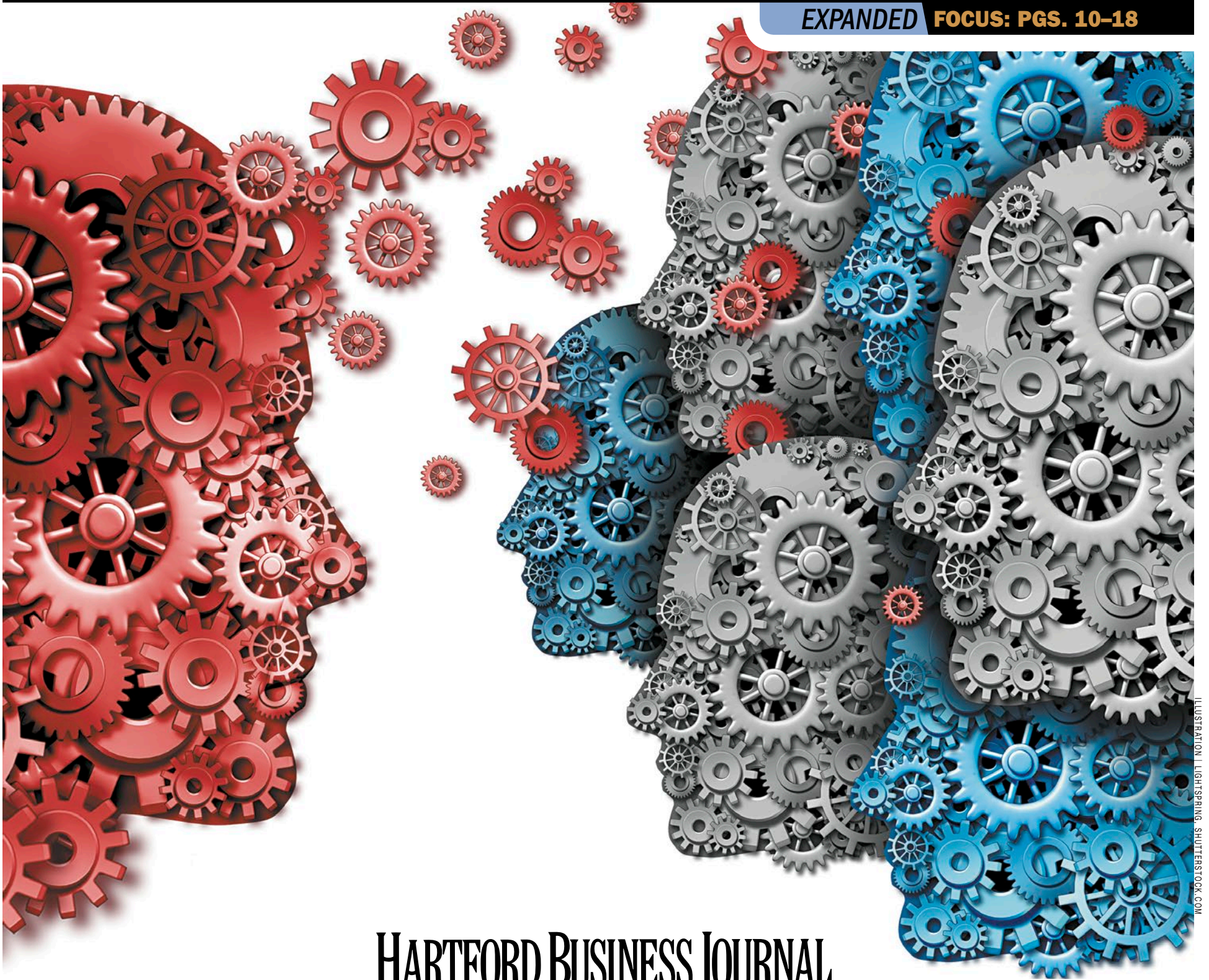
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HARTFORD BUSINESS JOURNAL

CONTINUING AND GRADUATE EDUCATION

FOR PROFESSIONALS AND EXECUTIVES

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Educating Startups

Colleges boost focus on entrepreneurship classes, seminars

By John Stearns

jstearns@HartfordBusiness.com

Architectural photographer Heather Conley of Heather Conley Photography, seen here at work photographing a retail store in New York City, says she's received a lot of value from classes, workshops, seminars and mentoring offered through the Entrepreneurial Center at the University of Hartford.

She's participated in several of its offerings, including free workshops, the Women's Business Roundtable, technical assistance programs and small business training. She has worked for three years with a business adviser there who was trained as a lawyer and whom Conley calls her machete for the adviser's ability to help her cut through challenges.

"I've always wanted to work for myself, I just couldn't figure out how, but I always had these creative ideas," said Conley, who launched Heather Conley Photography in 2009 after working 25 years in the corporate world. "At the heart of everything, I'm an artist — and what the center is really propelling me and helping me do is to be a business person."

The Entrepreneurial Center, part of the University of Hartford's Barney School of Business, is among a growing number of programs offered by colleges and universities in the region to help aspiring or existing entrepreneurs build the knowledge base to start a business or advance one.

Some programs, like those through the Entrepreneurial Center, don't offer college credit. Others, including at the Barney School, UConn, Trinity College and Post University, offer credits, entrepreneurial minors or tracks, internships or other academic building blocks useful to running a business. Schools, like the state at large, are increasing their focus on entrepreneurship as a critical element in the state's economy.

Conley — who photographs buildings for architects, builders, developers and others to showcase their work for marketing and other purposes — said entrepreneurs who may think they don't need some training or assistance are missing out.

"We live in an environment and a business culture that is constantly changing and if you're not willing to change ... then you're not going to survive, you're not going to thrive," she said, referring to the center assisting in areas like social media, and providing experts, speakers and networking events.

Liberal arts and entrepreneurship

With small business the growth sector in the local economy, Tim Cresswell, dean of the faculty and vice president for academic affairs at Trinity College, has seen interest in entrepreneurial education increase among students, faculty and even parents.

Entrepreneurship is "a slightly difficult thing to grasp because it's not an established field of study, or a particular way of teaching, so really a lot of it's about combining academic work with internships, with the ability to connect with entrepreneurs who have been successful or even haven't been successful — they've got lessons to teach," too, Cresswell said.

For undergraduates, Trinity has a minor in formal organizations, which includes an entrepreneurship track, internships and visiting entrepreneurs who share their experiences with students.

Trinity also is considering entrepreneurship-related education and a master's program at the new site it's developing in downtown



Architectural photographer Heather Conley of Heather Conley Photography, seen here at work photographing a retail store in New York City, says she's received a lot of value from classes, workshops, seminars and mentoring offered through the Entrepreneurial Center at the University of Hartford.

PHOTO 1 CONTRIBUTED

Hartford at Constitution Plaza, although nothing is definite yet, Cresswell said.

Trinity also hopes to be part of the new innovation places program headed by CTNext to develop certain areas in Connecticut into magnets for talent. The University of Hartford expects to have a prominent role in the city's proposal as an innovation place as well.



Tim Cresswell, dean of the faculty and vice president for academic affairs, Trinity College

Lessons learned in liberal arts — including critical thinking and literacy — help entrepreneurs adapt to a changing environment and make it easier to change careers in a flexible economy, he said.

Kaitlin Lewis, a Trinity senior majoring in political science and minoring in formal organizations with an entrepreneurship track, would agree. Her formal organizations classes introduced her to new career opportunities and she's now leaning toward a career in business instead of politics. She said her liberal arts education, with Trinity's small classes and focus on peer collaboration, would help her if she chooses that route.

"If you want to go into business, you need to learn how to speak to people, to communicate to people, you need to know how to write," Lewis said. "I think that gives you a basis for no matter what you want to do."

Post University in Waterbury had an entrepreneurship concentration in its MBA program, but found entrepreneurs entering it already knew what their product was going to be and what they hoped to do with their business; instead, they needed skills offered in the MBA program's other concentrations, including leadership, finance and marketing, said Carolyn Shiffman, director of graduate

business programs and academic program manager for MBA Leadership.

The MBA program includes courses in marketing strategies, competitive intelligence, business strategy and planning, finance, leadership and project management.

"Our MBA program, in general, provides a lot of background for entrepreneurs," she said.



Carolyn Shiffman, director of graduate business programs and academic program manager for MBA Leadership, Post University

UConn aids startups

Michelle Cote, managing director of the Connecticut Center for Entrepreneurship and Innovation (CCEI) at the UConn School of Business, said it's a great time to be an aspiring entrepreneur at UConn and statewide based on the resources available to help them.

For example, she noted that UConn, Connecticut Innovations and Webster Bank announced in August they are establishing a \$1.5-million UConn Innovation Fund to support early-stage startups affiliated with UConn.

"Entrepreneurship has definitely sort of steadily climbed in popular recognition and popular culture in the last five years and I think that it has to do with economic shifts within the country; I think it's a trend that has been growing nationwide," Cote said.

CCEI has tailored its programs to offer educational opportunities for both aspiring student and faculty entrepreneurs across all of UConn's campuses, Cote said.

Classes include an innovation accelerator and biomedical entrepreneurship for undergraduate and graduate students. The biomedical entrepreneurship class is focused on innovation and commercialization. The

innovation accelerator is a team class where students work in small groups of undergrad and graduate students as consultants on behalf of early-stage, UConn-affiliated firms.

Other programs include Accelerate UConn, which takes mostly technology-focused entrepreneurial teams from UConn schools through the process of developing a scalable and replicable business model

for their technology over seven weeks, Cote said.



Michelle Cote, managing director, Connecticut Center for Entrepreneurship and Innovation (CCEI), UConn School of Business

CCEI also launched a summer fellowship program for 10 UConn-affiliated teams to develop their ventures with help from experts over eight weeks of intensive programming. The teams, picked from 35 that applied, received

\$15,000 in startup capital. The top five teams emerging from the summer will be competing for another \$15,000 in a judging event Sept. 29. Nicole Wagner, CEO of LambdaVision Inc., a UConn biotech startup she co-founded in 2009 with professor Robert Birge and which is seeking to commercialize a protein-based retinal implant to restore vision for people with retinitis pigmentosa and age-related macular degeneration, participated in the CCEI summer fellowship program.

She's also tapped various other resources through UConn and the state to help advance the company in its early development and preclinical testing as it works toward hoped-for human testing and institutional investment or strategic partnership. The company is part of the UConn Technology Incubator Program and will be opening a lab in the Farmington incubator in October.

"They helped us in terms of writing proposals,

Nicole Wagner, CEO of LambdaVision, says the company is restoring vision to patients blinded by macular degeneration and retinitis pigmentosa using a retinal implant, seen in purple in the plastic package. The implant is coated with a light-activated protein, the purple liquid in the vial, and will replace the damaged photoreceptor cells, or light sensing cells, of the eye.

HBJ PHOTO | JOHN STEARNS



identifying commercial opportunities, helping us to build out our team and find mentors and people who are great advisers to us," said Wagner, who got her Ph.D. in molecular biology at UConn and is an assistant research professor there.

UConn doesn't offer an entrepreneurship major, but there's a minor in entrepreneurship in the Business School. There's also a new creativity, innovation and entrepreneurship minor that's a partnership between the schools of engineering, education and business, and there's talk about having concentrations developed in some of the graduate programs, Cote said.



Martin Roth, dean, Barney School of Business, University of Hartford

Uhart's focus

The University of Hartford offers an entrepreneurial studies major and minor, said Martin Roth, dean of the Barney School of Business.

The university also has gotten into more hands-on experiential learning opportunities, he said. That can happen in a program like the Micro Business Incubator, in which students work one on one with small business owners, primarily on Albany Avenue near campus.

"It gives the students the opportunity of really getting first-hand experience working with that business and it gives the business the benefit of getting the students' knowledge and the students' skills to help them," Roth said.

For graduate students, the school offers its Barney Graduate Consulting Service, through which current graduate students and recent alumni provide consultative service to

small business owners and to local governments primarily in West Hartford and Hartford, Roth said. The students who are gaining skills and tools in various management areas are able to apply that knowledge in helping a small business address its problems.

"What we're doing as a business school is we're helping the students gain good skills so that if they want to try to start a startup and grow their own business ... they'll be able to have a good chance of doing that successfully."

A lot of the Entrepreneurial Center's classes are free or low-cost, said Milena Erwin, program manager at the

Women's Business Center, the largest initiative of the Entrepreneurial Center that focuses on helping women in business.

There's also one-on-one advising and technical assistance programs like photographer Conley enrolled in that provided her a bank of 18 hours of technical assistance for \$100. Through that, she used a lawyer to help her complete some legal documents.

Conley also has attended the center's June matchmaking events, a "speed networking" where she's met 15 companies in a day and landed clients. She also recently attended a workshop to learn about a corporate procurement portal to access companies seeking outside services.

"Those kind of opportunities are what the university brings," Conley said. She hopes to see the center expand because "I think more and more people are going to work for themselves."



Milena Erwin, program manager, Women's Business Center, Entrepreneurial Center

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THE LIST

Largest MBA programs in Connecticut

(Ranked by 2015-2016 enrollment)

Rank	School	2015 - 2016 enrollment/ 2014 - 2015 enrollment	MBA's conferred in 2016	Avg. age of students/ % full time/ % part time	Tuition per credit hour/ Books and fees per semester/ Credit hours required to graduate	Executive MBA program?	Program specialities	Head of MBA programs/ Head of business school	Date founded locally
1	UConn School of Business (1) 100 Constitution Plaza Hartford, CT 06103 866-622-8266; mba.uconn.edu	796 774	203	32 14% 86%	\$825 \$550 57	Y	Healthcare Finance and Insurance; Marketing Analytics; Portfolio Management; Real Estate; MD/MBA; JD/MBA; MSBAPM/MBA.	Meg Warren Michael Bozzi John Elliott	1881
2	Yale School of Management 165 Whitney Ave. New Haven, CT 06511 203-432-5635; www.som.yale.edu	782 724	NA	NA 100% NA	NA NA NA	Y	NA	Anjani Jain Edward A. Snyder	1976
3	Quinnipiac University 275 Mt. Carmel Ave. Hamden, CT 06518 203-582-8200; quinnipiac.edu	435 (2) 391 (3)	188	26 20% 80%	\$985 NA 46	N	Decision making, supply-chain management, healthcare management, Chartered Financial Analyst (CFA), joint MBA-JD	Lisa Braiewa Matthew O'Connor	1929
4	University of Hartford Barney School of Business 200 Bloomfield Ave. West Hartford, CT 06117 860-768-4444; www.hartford.edu/barney	389 489	128	32 13% 87%	\$670 \$559 51	N	Dual-Degree MSAT/MBA and E2M (Masters in Engineering and MBA); MBA concentrations in business analytics, finance, management.	Glenn R. Knight Martin S. Roth	1957
5	Post University 800 Country Club Road, P.O. Box 2540 Waterbury, CT 06723 800-345-2562; www.post.edu	384 431	93	37 55% 45%	\$730 \$750 45	N	Finance, Healthcare Systems, Leadership, Marketing, Project Management	Carolyn Shiffman Steve Paulone Christopher Szpryngel, Acting Dean (4)	1890
6	University of Bridgeport 126 Park Ave. Bridgeport, CT 06604 203-576-4000; www.bridgeport.edu	258 237	NA	30 70% 30%	\$800 \$750 30-52	NA	Accounting, Analytics Intelligence, Entrepreneurship, Finance, Human Resource Management, International Business, Management, Marketing	Lloyd G. Gibson Lloyd G. Gibson	1927
7	University of New Haven (5) 300 Boston Post Road West Haven, CT 06516 203-932-7440; www.newhaven.edu	175 155	100	28 70% 30%	\$870 NA NA	Y	NA	Charles Skipton Brian Kench	1920
8	Southern Connecticut State University 501 Crescent St. New Haven, CT 06515 203-392-SCSU; www.southernct.edu	170 170	54	NA 48% 52%	\$423 NA 51	N	NA	James Thorson Samuel Andoh, Dean of the School of Business	1893
9	Central Connecticut State University 1615 Stanley St. New Britain, CT 06050 860-832-2278; www.ccsu.edu	168 89	25	30 5% 95%	\$577 NA 30 to 54	N	Accounting, Business Analytics	Jason Snyder Ken Colwell	1849
10	Sacred Heart University 5151 Park Ave. Fairfield, CT 06825 203-371-7999; www.sacredheart.edu	134 108	63	31 20% 80%	\$850 \$925 36-42	N	Accounting, Finance, Management, Marketing	Anthony Macari Grace Guo John Chalykoff, Dean of the Jack Welch College of Business	1963
11	Albertus Magnus College (6) 700 Prospect St. New Haven, CT 06511 203-773-8505; www.albertus.edu	118 (7) 104	46	35 80% 20%	\$855 NA 48	N	FLEX Format - Students can be fully online or choose to take classes onground or online on a course by course basis.	Wayne Gineo Annette Bosley-Boyce, Dean for the Division of Professional and Graduate Programs (8)	1925
12	Fairfield University, Charles F. Dolan School of Business 1073 N. Benson Road Fairfield, CT 06824 203-254-4000; www.fairfield.edu/mba	61 58	29	27 35% 65%	\$875 \$500 36 to 54	N	Finance, Marketing, Information Systems/ Business Analytics	Mark Ligas Donald E. Gibson	1942
13	Western Connecticut State University 181 White St. Danbury, CT 06810 203-837-8243; www.wcsu.edu	47 37	10	35 11% 89%	In-State \$542, Out-of-State \$550 NA NA	N	General, Accounting	James Donegan David Martin, Dean of Ancell School of Business	1903

Source: Each institution via survey. Notes: Rensselaer Hartford University is phasing out its MBA program and no longer accepts new students. NA = Not available.
(1) MBA programs are offered in Hartford (full time/part time/executive MBA), Stamford (part time only) and Waterbury (part time only). Executive MBA program requires only 48 credits.
(2) Includes 272 online.
(3) Includes 229 online.
(4) Acting Dean, Malcolm Baldrige School of Business.
(5) MBA offered at Orange location.
(6) Has another campus in East Hartford.
(7) More than 500 courses taken yearly.
(8) Dean, Division of Professional and Graduate Studies.
—Compiled by Stephanie R. Meagher.

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Q&A

UConn medical school unveils new curriculum

Q&A talks about the UConn School of Medicine's revised curriculum with Dr. Suzanne Rose, senior associate dean for education.

Q: The UConn School of Medicine class of 2020 just began a new four-year curriculum designed to meet the challenges of the rapidly changing field of health care. What are some of the elements of the curriculum that are new and different?

A: The MDelta curriculum reflects changes in health care and is both patient-centered and student-centered. It includes a team-based learning pedagogy to facilitate cooperation and professional development.

We are retaining one of the hallmarks of our old curriculum whereby our students are placed in primary-care practices for a half-day per week for three years with community physicians. These physicians throughout Connecticut are among our prized teachers. Our medical students also continue to be taught with our dental students.

In the first two years of the curriculum nearly everything else has changed. There are three stages of the MDelta curriculum culminating in entrustment to begin residency:

- Stage 1 is now 18 months long and will be completed at the end of February of the second year of medical school. This is a shortening of

what was previously considered the pre-clerkship or pre-clinical years. The courses in Stage 1 are all interactive and there are no longer one-hour lectures. We have flipped the classroom so that students study material at home and class time is used for interaction and application of knowledge.

- Stage 2 will be implemented in March 2018 when the inaugural class for the new curriculum reaches that stage. The plans for this longer clinical immersion experience will allow for board study preparation, elective time, selectives, both ambulatory and inpatient required experiences and flexible vacation time.

- Stage 3 will begin in July at the end of the third year of medical school with advanced clinical experiences, opportunities to teach, a transition to residency rotation and a scholarly capstone.

Q: Have many other medical schools adopted similar curricula? Were there other schools that UConn modeled itself after?

A: Many schools are immersed in curricular reform processes. In some cases the reform is more evolutionary and in others more revolutionary. Our reform efforts are a mix of these. We wanted to retain our very

successful early immersion in clinical experiences in community and academic practices half-day per week as one example.

Wright State University has been very helpful to us in the development of our team-based learning (TBL) pedagogies. Many of our faculty went to visit the school to observe TBL in action.

We are also collaborating with Indiana University in implementing the use of a teaching electronic medical record.

Q: How long does it take to change a curriculum?

A: This curriculum reform process took us over three years to accomplish.

Q: One of the changes involves placing each student with a primary-care physician in an outpatient practice at UConn Health or with community faculty throughout the state. What's the thinking behind that? And, why start so early in the education process?

A: In the 1990's the UConn School of Medicine was on the cutting edge of early clinical exposure with the development of the SCP (Student Continuity Practice) course. In fact, many other schools added our innovation into their educational programs.

The thought behind this course was to allow students to apply what they are learning to relevant clinical scenarios and to

become proficient in basic clinical skills. This highlight of our curriculum is preserved in the rebranded CLIC (Clinical Immersion in the Community) course.

Students will be placed in a practice at UConn Health or in the community with one of our faculty. Most students are placed in primary-care practices of internal medicine, family medicine and pediatrics. There is a set curriculum that focuses on primary-care skills. We are grateful to the nearly 400 physicians who participate in this experience.

Q: What's the size of the newest medical school class? Are there any renovations and new additions at the UConn School of Medicine?

A: Last month we were fortunate to welcome the largest class in our history of 100 new medical students and 49 dental students to our new academic addition that features the academic rotunda — a 17,000-square-foot, team-based learning classroom. The rotunda is outfitted with state-of-the-art technology. It can also be reconfigured with flexibility in other configurations for events and conferences.

Space renovations also include conversion of one of the human anatomy labs to a virtual anatomy lab, additional small classrooms for collaborative learning and an enhanced simulation center.



DR. SUZANNE ROSE

Senior associate dean for education, UConn School of Medicine



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THE LIST

Largest Connecticut graduate schools

(Ranked by fall 2015 enrollment)

Rank	College or university	Fall 2015 graduate enrollment/ full time/ part time	Sample of programs/degrees offered (1)	President	Year founded
1	University of Connecticut (2) 115 N. Eagleville Road, Storrs, CT 06269 860-486-2000; www.uconn.edu	8,217 5,591 2,626	AuD, Certificate, DMA (music), DMD, DNP, DPT, EdD, JD, LLM, MA, MBA, MD, MDenSc, MEngr, MFA, MPA, MPH, MPS, MS, MMus, PharmD, MSW, PhD, SJD (3)	Susan Herbst	1881
2	Yale University (4) 105 Wall St., New Haven, CT 06511 203-432-4771; yale.edu	6,853 (5) 6,808 (6) 45 (6)	Graduate School of Arts and Sciences, School of Art, Divinity School, School of Drama, School of Forestry and Environmental Studies, Law School, School of Management, School of Medicine, School of Music, School of Nursing	Peter Salovey	1701
3	Quinnipiac University 275 Mt. Carmel Ave., Hamden, CT 06518 203-582-8200; quinnipiac.edu	3,747 1,469 2,278	DNP, DPT, JD, LLM, MAT, MBA, MD, MHS, MMS, MOT, MS, MSN, MSW	John Lahey	1929
4	Sacred Heart University 5151 Park Ave., Fairfield, CT 06825 203-371-7999; www.sacredheart.edu	3,030 803 2,277	MA, MS, MAT, MBA, MSN, DPT, DNP, CAS	John Petillo	1963
5	University of Bridgeport 126 Park Ave., Bridgeport, CT 06604 203-576-4000; www.bridgeport.edu	2,536 1,604 932	DC, DHSC, EDD, MA, MBA, MS, ND, PHD, SYC	Neil Salonen	1927
6	Southern Connecticut State University 501 Crescent St., New Haven, CT 06515 203-392-SCSU; www.southernct.edu	2,367 818 1,549	Certificate, Ed.D, MA, MBA, MFA, MFT, MPH, MS, MSN, MSW, SYC	Joe Bertolino (7)	1893
7	Central Connecticut State University 1615 Stanley St., New Britain, CT 06050 860-832-2278; www.ccsu.edu	2,153 504 1,649	MA, MS, MBA, PM Cert, SYC, EdD, DNAP	John Miller (8)	1849
8	University of New Haven 300 Boston Post Road, West Haven, CT 06516 203-932-7000; newhaven.edu	1,784 1,145 639	MA, MBA, MPA, MS, MSHA, PhD, Graduate Certificates	Steven Kaplan	1920
9	University of Hartford 200 Bloomfield Ave., West Hartford, CT 06117 860-768-4100; www.hartford.edu	1,671 802 869	MA, MS, EDD, ME, MARCH, MFA, MBA, MSPO, DPT, MMUS, GPD, AD, DMA, PSYD, MED, MSAT, M.ENG, MSN, 6THYR	Walter Harrison (9)	1957
10	University of St. Joseph 1678 Asylum Ave., West Hartford, CT 06117 860-232-4571; www.usj.edu	1,593 568 1,025	Certificates (post-Bachelor/post-Master), MA, MPAS, MS, MSW, PharmD, teacher licensure	Rhona Free	1932
11	Post University 800 Country Club Road, P.O. Box 2540, Waterbury, CT 06723 800-345-2562; www.post.edu	1,184 970 214	MBA, MED, MPA, MSA, MSHSV	Donald Mroz, Ph.D.	1890
12	Fairfield University 1073 N. Benson Road, Fairfield, CT 06824 203-254-4000; www.fairfield.edu	1,168 513 655	MA, MS, MFA, MPA, MSN, MBA, DNP	Jeffrey von Arx (10)	1942
13	Western Connecticut State University 181 White St., Danbury, CT 06810 203-837-8243; www.wcsu.edu	528 78 450	MA, MS, MBA, Ed.D.	John Clark	1903
14	Albertus Magnus College (11) 700 Prospect St., New Haven, CT 06511 203-773-8505; www.albertus.edu	318 227 91	MA, MS, MBA, MFA	Sister Anne Kilbride	1925
15	Wesleyan University 70 Wyllys Ave., Middletown, CT 06459 860-685-8000; www.wesleyan.edu	241 156 85	MA, Ph.D.	Michael Roth	1831
16	Eastern Connecticut State University 83 Windham St., Willimantic, CT 06226 860-465-5000; www.easternct.edu	167 44 123	MS (12)	Elsa Nunez	1889
17	Rensselaer Hartford Campus 275 Windsor St., Hartford, CT 06120 860-548-2420; admissions.rpi.edu/aps/	129 0 129	ME, MS	Shirley Jackson	1955
18	Trinity College 300 Summit St., Hartford, CT 06106 860-297-2151; gradstudy.trincoll.edu	50 1 49	MA	Joanne Berger-Sweeney	1823

Source: Each school via survey. Notes: NA = Not available. AuD = Doctor of Audiology, CAS = Certificate of Advanced Study, CLSP = Connecticut Literacy Specialist Program, DBA = Doctor of Business Administration, DC = Doctor of Chiropractic, DMA = Doctor of Musical Arts, DMD = Doctor of Dental Medicine, DNP = Doctor of Nursing Practice, DPT = Doctor of Physical Therapy, EdD = Doctor of Education, JD = Juris Doctor, LLM = Master of Laws, MA/MS = Master of Arts/Master of Science, MACOMM = Master of Communication, MAT = Master of Arts in Teaching, MBA = Master of Business Administration, MCS = Master of Computer Science, MD = Doctor of Medicine, MDentSc = Master of Dental Science, ME = Master of Engineering, MEd = Master of Education, MEng = Master of Engineering, MFA = Master of Fine Arts, MFT = Marriage and Family Therapy, MFTMA = Master of Film and TV Production, MHA = Master of Health Administration, MHS = Master of Health Science, MLDC = Master of Media Literacy and Digital Culture, MMS = Master of Medical Science, MMus = Master of Music, MOT = Master of Occupational Therapy, MPA = Master of Public Administration, MPAS = Master of Physician Assistant Studies, MPH = Master of Public Health, MPhil = Master of Philosophy, MPS = Master of Professional Studies, MPS = Master of Personnel Services (UConn), MSAP = Master of Science in Applied Psychology, MSAT = Master of Accounting and Taxation, MSCIS = Master of Science in Computer and Information Systems, MSCM = Master of Sports Communication and Media, MSECE = Master of Science in Electrical and Computer Engineering, MSME = Master of Science in Mechanical Engineering, MSMOT = Master of Science in the Management of Technology, MSN = Master of Science in Nursing, MSN-DNP = Master of Science in Nursing-Doctor of Nursing Practice, MSSE = Master of Science in Software Engineering, MSW = Master of Social Work, ND = Naturopathic Medicine, PharmD = Doctor of Pharmacy, PhD = Doctor of Philosophy, SJD = Doctor of Laws, STEM = Science, Technology, Engineering and Mathematics, SYC = Sixth-Year Certificate

(1) Abbreviations are explained above.
(2) Includes University of Connecticut School of Medicine.
(3) From website.
(4) Includes Yale School of Medicine.
(5) Office of Institutional Research Detailed Data, OIR Table W002.
(6) Graduate and professional.
(7) Succeeded Mary A. Papazian upon her retirement in July 2016.
(8) John W. Miller will retire as president effective Sept. 15, 2016.
(9) Expected to retire as of June 30, 2017.
(10) On July 2016, von Arx announced he will be stepping down as president to accept a new assignment, effective Jan. 2017; a successor is yet to be announced.
(11) Has another campus in East Hartford.
(12) Master's in accounting, education and organizational management.
—Compiled by Stephanie R. Meagher.

► Did we miss you?

We want to publish the most complete and accurate lists possible. To correct an error or submit information, contact Stephanie Meagher, research director, at (508) 755-8004, ext. 262 or smeagher@nebusinessmedia.com.

To view the full list, please visit HartfordBusiness.com

HARTFORD BUSINESS JOURNAL

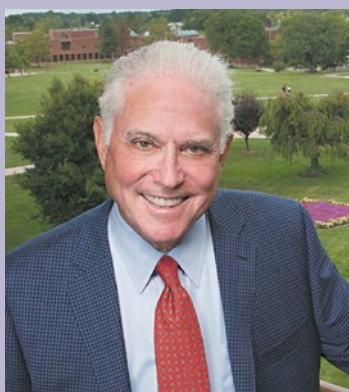
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Denmark native and University of Hartford MBA student Jonas Rasmussen is among the growing number of international students at Connecticut business schools and colleges.

PHOTO | CONTRIBUTED

International Draw

CT, U.S. business schools, colleges wooing foreign students

By Matthew Broderick
Special to the Hartford Business Journal

When Jonas Rasmussen, a native of Denmark, arrived at the University of Hartford in 2015 to pursue a master's degree in business administration, it was in many ways the fulfillment of a dream.

"I always wanted to study in the United States," said Rasmussen, who earned his bachelor's degree in business from Copenhagen Business School two years ago. "In many countries around the world, graduating from a U.S. college is something special."

These days, more students like Rasmussen are turning their educational dreams into reality on U.S. soil. In fact, according to a 2015 report by the Institute of International Education, the 2014-2015 academic year represented the largest growth in international students in the U.S. in the past 35 years, with more than 974,000 foreign students — undergraduate and graduate — studying in America, a 10 percent increase from the previous year.

Over the past 10 years, the number of international students in the U.S. overall is up 78 percent, with the number of foreign students in the U.S. doubling those in the United Kingdom, the world's second most popular host country.

That influx of students has been trending upwards in Connecticut too, which between 2011 and 2014 has seen its share of

international students grow by 27 percent, from just over 9,300 to just shy of 11,900, with 823 foreign students in Hartford-area colleges alone.

Those numbers don't surprise Summer Amoroso, director of graduate studies at the University of Hartford, which enrolls between 20 to 30 new foreign students in its graduate programs each year. The university has students from 62 countries.

"Students are attracted to the quality of the education in the U.S. and [for business students] immersing themselves in our culture and business practices," Amoroso said, noting the Barney School of Business' reputation as one of the top 5 percent of business programs and the school's proximity to Boston and New York are also big draws.

And international students — in addition to increasing international understanding, global citizenship and expanding cultural diversity in the classroom — also can help school's bottom lines. At the University of Hartford, Amoroso explained, international students — who are ineligible for U.S. federal financial aid — pay the full cost of tuition and fees. The Institute for International Education, in fact, notes that nearly three-quarters of foreign students in the U.S. fund the majority of their educational expenses with funds from outside the U.S. — be it from their government, scholarships or families.

And those outside dollars generate a hefty

economic impact in America well beyond the campus gates. Nationally, international students contributed more than \$30.5 billion to the U.S. economy in 2015 alone, according to figures from NAFSA: Association of International Educators. In Connecticut, these students generated \$462 million in economic activity, including \$35.8 million in Hartford County.

The economic and educational benefits of foreign students have placed a more focused emphasis on recruitment for many colleges and universities across the state and the country. At Quinnipiac University in Hamden, digital tools are a primary mechanism for outreach beyond U.S. borders, but Scott Farber, Quinnipiac's dean of graduate admissions, says the school also uses more personal efforts as well.

"We have an international admissions director who travels overseas as part of organized recruiting trips," Farber said, noting the school pulls its foreign students largely from China and Hungary due to ongoing connections with universities in those countries. "Our business faculty plays an active role in creating new and maintaining existing relationships with their colleagues abroad," he said.

Relationships are equally important for foreign students, and many colleges have created international centers on campus and tailored orientations to help address the unique needs of these students. At UConn's

graduate school of business — where 59 percent of its 109 full-time MBA students hail from foreign countries — international students are offered a two-week orientation to help them adjust.

"We match second-year MBA students, for instance, with first-year students to provide support and mentoring," said Laine Kingo, senior admissions officer for UConn's MBA program.

That's an important part of the onboarding experience, said UHart's Rasmussen who, now in his second year, served as an international representative at this year's orientation. "The outreach and services [to international students] on college campuses are very important," Rasmussen said. "It is a great way to meet other students in your situation, who may not know the language or fully understand the [American] culture."

This coming May, Rasmussen expects to graduate and is looking for jobs both in his native Denmark and the U.S. He knows staying in America presents its share of challenges, but like many international students, he recognizes the abundant business opportunities in the United States.

"I am optimistic and believe you can do much in this country if you have what it takes, plus some will power," he said.

Wherever his degree takes him, it's a safe bet that more international students will continue to follow in his footsteps. ■

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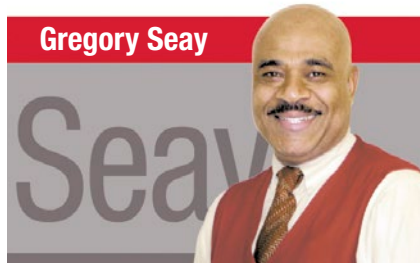
DEAL WATCH



2 Douglas St., Bloomfield.

Deringer-Ney's Bloomfield site for sale at \$2.2M

Gregory Seay



The Deringer-Ney Inc. commercial property in Bloomfield's Ney Industrial Park is on the market for sale at \$2.2 million or for lease, brokers say.

The 10-acre property at 2 Douglas St. houses a 98,272-square-foot building that was built in 1956 and upgraded in 1985 and 2012. It has five docks, two drive-in doors, 22,603 square feet of office space, and 3,000-amp power service.

Seven contiguous acres also are available, according to listing broker Sentry Commercial.

The asked rent is \$2.50 per square foot.

A metal-alloy and precision-components maker, Illinois-based Deringer-Ney, is scheduled sometime in the first quarter of 2017 to relocate to its new 100,000-square-foot Bloomfield plant at 2 Mucko Road, at the corner of Woodland Avenue, Sentry said.

\$605K Hartford industrial on block

An industrial building in Hartford's North End is on the market at \$605,000, the listing broker says.

The 25,561-square-foot, free-standing building at 237 Ledyard St. rests on 1.79 fenced acres accessible from I-91.

The edifice has 2,448 square feet of office space, three docks, four drive-in doors and outside storage, making the property suitable for distribution, flex, warehouse or manufacturing use, according to Sentry Commercial.

Colliers' area leases

Hartford commercial broker Colliers International has listed a series of area leases in which it served as sole broker, except where noted.

In Bloomfield, a pair of office tenants signed for space in the building at 34 Jerome Ave.: **financial adviser Harvey Silverman** leased 958 square feet; CFS LLC signed for 655 square feet with landlord 34 Jerome Avenue LLC.

At 410 Woodland Ave., **Eastern Industrial Automation (EIA)** leased 9,500 square feet of industrial space from landlord FJS Family LLC. According to Colliers, EIA relocated its distribution branch there in August. EIA has 14 Northeast distribution

sites for parts for mechanical, electrical and pneumatic-manufacturing applications.

In Glastonbury, estate-planning law firm **Nirenstein, Horowitz & Associates P.C.** leased 7,880 square feet at 200 Glastonbury Blvd. from landlord MassMutual.

In Farmington, Kansas City, Mo., insurance brokerage **Lockton Cos. Inc.** signed for 14,813 square feet of office space at 6 Batterson Park Road from landlord Fusco Corp. Lockton currently has offices at 195 Scott Swamp Road in Farmington.

At 10 Waterside Drive, **Interscape Commercial Environments** leased long term 6,408 square feet from landlord Waterside Ten LLC to house its expanding retail office-furniture operations.

In Newington, **New England Lift Systems** leased long term 400 square feet at 714 N. Mountain Road from landlord B&H Enterprize LLC.

In Enfield, **Wells Fargo Bank** extended its 6,408-square-foot lease at 1699 King St. with landlord White Diamond LLC.

In Rocky Hill, telecom vendor **Sprint** leased 2,800 square feet at 100 Corporate Place from landlord 100-200 Corporate Place LLC.

In Windsor, **Electrical Wholesalers Inc./USES Inc.** signed long term for 6,250 square feet of industrial space at 130 Addison Road with landlord 130 Addison Realty LLC.

MicroCare's Rocky Hill expansion



1022 Elm St., Rocky Hill.

Medical-equipment cleaner-distributor MicroCare Corp. has nearly doubled its footprint in a leased industrial space at 1022 Elm St. in Rocky Hill, brokers say.

MicroCare has added 22,600 square feet to the 30,000 square feet it has occupied in the building since January, according to Sentry Commercial, who in conjunction with Hart Group International, was sole broker in the lease.

Virginia Industries Inc. is landlord. ■

Deal Watch wants to hear from you. E-mail it, along with contact information to: gseay@HartfordBusiness.com. Gregory Seay is the Hartford Business Journal News Editor.



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Practice

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Viewed from Trumbull Street westward to Main, work on Pratt Street was still underway on Sept. 21.

REPORTER'S NOTEBOOK

Hartford's Pratt St. makeover nearly done

The sight of construction and work crews along Pratt Street in downtown Hartford since April has been frustrating for merchants, landlords, motorists and pedestrians.

But the city says the approximately \$1 million resurfacing of the one-way thoroughfare linking Main and Trumbull streets is on schedule and nearly finished.

City Hall spokeswoman Diana Tomezsko said via email Sept. 20 that the remaining work involves replacing some of the remaining granite pavers with bricks within the next two weeks.

"This is within the timeframe originally negotiated between the city and its contractor," Tomezsko said.

Pratt Street's upgrades included more than just new pavers, she said. While the street was torn up, Comcast laid a high-speed, fiber-optic cable beneath it, infrastructure valued at \$250,000, Tomezsko said. In addition, Aetna contributed \$400,000 toward the work bill.

City officials, including the Public Works Department, met Sept. 15 with a few dozen Pratt merchants and landlords, to update them about the streetscape work and hear their concerns.

Attendee Gerry Grate, owner of The Tobacco Shop, 89 Pratt St., said his is one of a number of Pratt Street businesses that have lost foot traffic and sales during the makeover. They insisted on meeting with the city, Grate said, because "there has been no transparency, no communication" with them about the streetwork and a timetable for completion.

"We got answers to some of our questions," said Grate, past president of Business for Downtown Hartford, an advocacy group.

Meanwhile, Pratt merchants' pitch to the city about closing the street to vehicular traffic on weekends, so they can set up merchandise curbside to cater to pedestrians, is being reviewed by the city, Tomezsko said.

"We will continue to work with merchants and property owners to reflect their feedback in our final decision," she said. "Our first priority is to complete the construction."

— Gregory Seay

from page 1

CT preps for \$5M pitch event

and get exposure to potential investors.

Some pitch events are specifically targeted to certain industries or niches, such as Hartford-based reSET's Impact Challenge, which for the past five years has awarded cash prizes to social-enterprise startups.

And next month, Connecticut Innovations (CI), the state's quasi-public venture arm, will host a \$5 million pitch competition — likely the largest ever in Connecticut, and among the largest in the country.

"I would say that in the last three years, there's a lot more pitch events and a lot more organizations doing it," said Mary Anne Rooke, CVG's executive director since early 2015 and an angel investor in Connecticut since 2005. She's also a mentor for the Yale Entrepreneurial Institute, which supports and seeds Yale student- and faculty-led ventures, and has coached entrepreneurs involved in the MassChallenge, a nonprofit startup accelerator in Boston.

Bruce Carlson, CEO of the Connecticut Technology Council, which has hosted pitch events in the past, said they are aimed at the adage "practice makes perfect."

"Originally these events were really about giving an entrepreneur an opportunity to practice his or her pitch prior to going to pitch an investor," Carlson said. "Over time, they have become more formalized" like at CVG and CI events, he said.

Not 'Shark Tank'

When entrepreneurs pitch to investors, it's inevitable someone will make a comparison to the popular ABC show "Shark Tank," during which celebrity investors review pitches and compete — sometimes bitterly — to invest in companies they like. Pitches have been brought to tears more than once.

The show, which launched in 2009, has undoubtedly played a role in the growth of entrepreneurial culture, but Rooke said her association's monthly events, which often feature 10 pitches from different companies are far from the same thing.

"That's all for TV," Rooke said. "We say we're the total opposite because we angel investors really look to nurture and mentor the entrepreneurs."

Another key difference: CVG doesn't make investments itself. Its goal is to connect promising startups and companies to potential investors.

"Wherever [entrepreneurs'] networks are, they're going to stay," Rooke said, so one of the goals of pitch events is to keep more promising and often young entrepreneurs in Connecticut.

Rooke offers pitch coaching to many of the companies that present at CVG events. She has also started offering one-on-one meetings between investors and entrepreneurs prior to the public portions of the events. She said those changes have led to more attendance by investors and better quality pitches and companies.

CI's cash competitions

One major player in the state's entrepreneurial scene has been CTNext's Entrepreneurial Innovation Awards, launched in 2013, which as of earlier this month had granted \$510,000 to 49 companies and entrepreneurs, mostly in \$10,000 increments.

CTNext, a startup-focused program overseen by CI, also offers pitch coaching through its group of "entrepreneurs in residence," said Jessica Dodge, a CI senior associate who oversees the awards. Pitches aren't specifically scored, but Dodge said they are part of



Annabelle Rodriguez-Oquendo, founder of startup Lipid Genomics, pitched her company at a recent event in Farmington.

HBJ PHOTO | IMATI PILON



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Zanyk's company, W2Designs LLC, is selling WillowWORX as an alternative to heavier, pricier exercise equipment.

the overall impression entrepreneurs make on judges, as well as the crowd, which votes on a favorite at each event. "It factors into the gut impression," Dodge said.

On Sept. 15, CTNext distributed its latest round of awards — \$64,000 to six Connecticut companies. Among the winners were Lucca Ventures Inc. of Southington, which has created a device that improves voice communication for patients with respiratory illnesses and New Britain-based Eureeka, which pitched its decision-making software for logistics professionals.

Dodge said groups like CVG and the Angel Investor Forum are helpful in honing young companies' pitch skills.

"We're all working toward the same goal," she said. "I think it's really positive that companies have taken advantage of a lot of opportunities."

And she has noticed that competitors seem to be more polished these days.

"It's becoming incredibly good," she said. "The companies being invited to pitch have stepped up their game."

Even for those who pitch and don't win, exposure to the investors who are often in the crowd can be just as valuable, she added.

Meantime, VentureClash — CT's inaugural \$5 million pitch competition — received

nearly 170 applications from companies in Connecticut, other states and other countries, Dodge said. More than 30 semifinalists have been selected, the majority from outside Connecticut, and CI expects to announce as early as this week the approximately 10 finalists who will compete in the event, to be hosted at Yale's School of Management in New Haven.

The companies must be generating revenue or at least have a customer testing their product.

WillowWorx's next hurdles

Pitching can be intimidating to entrepreneurs, but Zanyk said it doesn't overwhelm her.

She describes herself as fearless, having bungee jumped in the Australian rain forest, swam with sharks and delivered an hour-long Ph.D. dissertation.

"I just know I have that skill," she said.

Now she is hoping for her first outside capital infusion. She thinks the product can have applications in hospitals and other healthcare settings, and recently submitted WillowWORX for review to the shopping network QVC.

She also recently applied for grants and loans from the Department of Community and Economic Development, HEDCO and the Small Business Administration.

She's also hoping for private funds to raise just shy of \$2 million, which will allow her to ramp-up production — hopefully in Connecticut — and generate more sales. She said she has sold a modest number of WillowWORX devices so far. They retail for \$699.

"It takes time to acquire an investor; it's a tough thing to do," said Zanyk, who has been self-funding product development as well as paying her small executive team, including Chief Marketing Officer Joe Grace, who co-founded Suzanne Somers' ThighMaster in the 1990s.

Though many investors nibble but eventually decline to bite, attending various entrepreneur networking and pitch events in Connecticut and in nearby states over the past year has boosted Zanyk's outlook on her prospects.

"I'm on the fringe of investments, I can feel it," she said. In fact, she said a CI official called her after the Farmington event to talk about setting up a possible meeting.

Zanyk marvels at the seemingly random interactions that have led her to new connections, furthering her product's development and her contacts in her industry niche.

"I keep saying that I need a consumer products wellness expert and then 'boom,' minutes later I'm meeting them," she said. "There seems to be this magical energy."

Now she just needs to translate it into investments.

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Program Service Revenue	\$1,166,121	\$1,263,530
Investment Income	\$0	\$0
Other	\$68,546	\$85,701
TOTAL	\$2,052,132	\$2,095,686

EXPENSES

Grants	\$0	\$0
Member Benefits	\$0	\$0
Salaries/Employee Benefits	\$867,198	\$964,613
Fundraising Fees	\$0	\$0
Other	\$867,493	\$958,627
TOTAL	\$1,734,691	\$1,923,240
MARGIN	\$317,441	\$172,446

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	Base Salary	Total Compensation & Benefits
Rob Ruggiero , Artistic Director	\$83,739	\$89,495

SOURCE: GUIDESTAR IRS 990 TAX FORM

The Wilson-Gray YMCA Youth & Family Center received a \$2,200 grant from The ValMark Securities Global Gift Fund to support its Y Achievers Program. Y Achievers fosters academic success and career development for youth in grades five through 12.

The Hartford Foundation for Public Giving awarded a three-year \$296,714 grant to support the Jobs Funnel Women in Construction and Licensed Trades Training and Placement Project run by Capital Workforce Partners. The grant will help more women have the opportunity to pursue a career in the construction trades.



Pictured (from left) are: Gary Wolff, ValMark Securities; and Clinton Hamilton, Wilson-Gray YMCA Youth & Family Center.

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This never-to-be-forgotten event is being held at **The Society Room** in downtown Hartford.

(If you're not able to attend on Friday, November 4, please consider supporting our mission of helping children with a donation — or by volunteering or partnering with us.)

For event details: <http://tinyurl.com/NBBBS2016Gala>.
Or, call Jillian Comolli at 860-525-5437, ext. 141, jillianc@nbbbs.org.

HOORAY SUNRAY!



CONGRATULATIONS TO ISABEL CEBALLOS

EWS faculty member and Executive Director of *Horizons at The Ethel Walker School* on being recognized among the *Hartford Business Journal's* 40 Under Forty.

Isabel is a role model for Horizons girls, Walker's students and all young women.

She is a woman who leads with

*confidence,
courage,
conviction
& integrity.*



The Ethel Walker School
Simsbury, CT

www.ethelwalker.org

MOVERS & SHAKERS



Carolyn Welch



Dr. Douglas G. McAdoo



Adrienne Gallagher



Margaret Strange



Richard Ryan



Dr. C.J. Kovelowski



John Wilcox



Mary F. Crean

Chelsea Groton Bank names VP at Glastonbury lending center

Carolyn Welch recently joined Chelsea Groton Bank as vice president, commercial loan officer at the bank's lending center in Glastonbury. In this position, Welch will develop commercial loan relationships with centers of influence in Hartford, Middlesex and New Haven counties.

Welch has extensive commercial lending experience, specifically with SBA programs. Most recently, she was senior vice president, market manager-business banking at Citizens Bank.

St. Francis adds specialist in emergency medicine

Dr. Douglas G. McAdoo has joined St. Francis Hospital and Medical Center as a specialist in emergency medicine with St. Francis Emergency Medical Group Inc.

McAdoo is board certified in emergency medicine and is affiliated with the American College of Emergency Physicians. Additionally, he served as an associate clinical instructor at UConn School of Medicine.

GO media expands video team

Hartford marketing and communications agency GO media has expanded its video department with the addition of **Adrienne Gallagher** to lead its video team as managing producer.

Gallagher, owner of Sack Studios, joins GO with 10 years of experience in the industry, including commercials, documentaries, feature stories, branded content, broadcast elements and animation.

Hartford Region YWCA names Jackson Lewis principal to board

Workplace law firm Jackson Lewis PC announced that its Hartford principal, **Margaret Strange**, has been appointed to the Hartford Region YWCA's board of directors for a two-year term.

Strange has experience defending employers in all aspects of employment litigation, including state and federal claims.

Quinnipiac University names director of corporate relations

Richard Ryan has been appointed director of corporate relations at Quinnipiac University to foster philanthropy, employer relations, athletic and programmatic sponsorships, and academic partnerships that advance innovation.

Ryan's marketing and sales experience includes working as senior vice president of Capital Sports. He has worked with clients such as Ford, Schick, IBM, Nike and Verizon and led major sponsorship efforts with the 2014 Super Bowl, PGA, the Tribeca Film Festival, Lincoln Center and the Millrose Games.

Quinnipiac School of Medicine appoints Tolland doctor to faculty

Dr. C.J. Kovelowski of Tolland has been appointed assistant professor of medical sciences at the Frank H. Netter MD School of Medicine at Quinnipiac University.

In his new position, Kovelowski will teach classes in histology, anatomy, biostatistics, physiology, pathophysiology, neuroscience and problem-based learning.

Before joining the medical school, Kovelowski was a member of Quinnipiac's biology faculty for seven years.

The Hartford names head of strategy and ventures

The Hartford has hired **John Wilcox** as chief strategy and ventures officer to identify new growth opportunities and improve operating capabilities. He will report to Chairman and CEO Christopher Swift.

Wilcox brings nearly 30 years of insurance industry experience to the new role, including four years at The Hartford, where he held senior leadership positions in corporate strategy and personal lines.

Since 2012, Wilcox served as president and chief operating officer at Risk Strategies Co., a national insurance brokerage firm. Prior to joining The Hartford in 2008, Wilcox was a partner with McKinsey & Co.

United Way announces new marketing VP

United Way of Central and Northeastern Connecticut announced that **Mary F. Crean** has joined the organization as vice president of marketing and resource development. Crean will be responsible for increasing donors, contributions, workforce partnerships and strengthening United Way's brand. She also will oversee customer service areas.

Crean has more than a decade of brand management and development experience, most recently as chief development and branding officer with Achieve Hartford!, where she was responsible for driving key fundraising, branding and communication for the education advocacy organization.

Hartford Foundation for Public Giving adds two to board

Elsa Núñez and **Gordon Scott** have been appointed to the board of directors of the Hartford Foundation for Public Giving.

Their appointments expand the board from nine members to 11. Núñez's three-year term will end on Dec. 31, 2018, and Scott's five-year term will end on Dec. 31, 2020.

Núñez has served as president of Eastern Connecticut State University since 2006 and professor of English since 2006.

Scott is CEO of Scott's Jamaican Bakery, a 37-year-old family business that includes three retail locations in Hartford and a wholesale distribution business.

THANK YOU

to our attendees and sponsors!

Congratulations to the winners!

HARTFORD BUSINESS JOURNAL

40 under forty

20th ANNIVERSARY

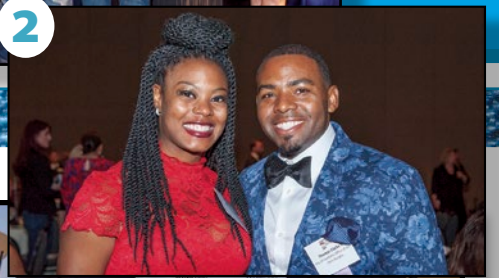
1997-2016

September 14, 2016

Black Tie and Blue Jeans Party!
CT Convention Center



2



3



1: From Left: Dennis House, WFSB Channel 3; John Green, Lux Bond & Green; John Crouse, Cox Business; Laura Dinan Haber, 40 Under Forty Class of 2016 Winner; Patrick Hebda, Comcast Business; Adam

McLaughlin, Webster Bank; Donna Collins, HartfordBusiness Journal; Kara Sundlun, WFSB Channel 3

2: Winner Thomas J, "T.J." Clarke gets ready for the program to begin

3: The 40 Under Forty Class of 2016.

4: Dennis House and Kara Sundlun, WFSB and Channel 3 anchors, and former 40 Under Forty winners, were the event's emcees for the evening

5: Winner Matthew Hoffman from Hoffman Auto Group, poses before the program

6: Winner Kathryn Gonnerman from the Jewish Community Foundation of Greater Hartford

makes her 3-word acceptance speech

7: Hartford Business Journal Founding Publisher and President, Joe Zwiebel, welcomes the crowd

8: Attendees enjoy networking before the event

9: The Hartford Hot Several Brass Band entertained attendees before the program

Special Note: Thank you to our 2016 Class of 40 Under Forty winners, attendees and Aer Lingus for their generosity. Over \$11,000 was raised for Junior Achievement of Southwest New England!

4



5



6



7



8



9



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SS&C Technologies Holdings Inc.

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SS&C Technologies provides software products and software-enabled services to financial services providers in North America, Europe, Asia, Australia and Africa.

Top Executive: William C. Stone, founder, chairman and CEO

FACT BOX

Industry: Business software and services

2Q 2016 Revenue: \$373M

2Q 2016 Net Income: \$28.2M

Quarterly Profit Change: (10.9M)

Cash: \$95.2M

Employees: 6,089

Competitors: DST Systems Inc.
State Street Corp.
SunGard Data Systems Inc.

TOP INSTITUTIONAL INVESTORS

Holder	Shares	% Stake
Price (T.Rowe) Associates Inc.	27,179,354	27.42
Janus Capital Management LLC	18,164,771	18.33
Wellington Management Company LLP	18,117,110	18.28



STOCK WATCH (as of noon Sept. 22)

Ticker Symbol: SSNC	Stock Price: \$32.29	Market Cap: \$6.49B
52 Week Range Price: \$23.61–\$38.60	Outstanding Shares: 201.1M	

CORPORATE SUITE

Executive	Title	Salary	Bonus	Stock Awards	Non-equity Incentive	Total
William C. Stone	Chairman/CEO	\$875,000	\$0	\$2,997,057	\$5,500,000	\$9,377,179
Normand A. Boulanger	COO	\$550,000	\$0	\$1,427,170	\$2,000,000	\$3,981,722
Rahul Kenwar	Sr. Vice President	\$475,000	\$0	\$1,355,811	\$1,600,000	\$3,435,051



2016 Business to Business Expo

Tuesday, October 11th
Radisson Hotel Cromwell

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CONNECTICUT Family BUSINESS AWARDS 2016

Family businesses are an integral part of the social and business fabric of our state. These awards recognize outstanding achievements in family-owned businesses and tell the story of a select group of the region's most successful firms. Join us for a celebratory evening as we announce the winners of this special award! Don't miss this excellent networking opportunity and learning experience for business leaders.

2016 Family Business Awards Finalists

Fewer Than 25 Full Time Employees

- Amazing Celebrations & Events
- Baribault Jewelers
- Captain John's Sport Fishing Center
- Caruso's Auto and Body Service Inc
- Complete Automotive Repair Specialists
- Flamig Farm
- Fortunato Construction Group
- Freed Marcroft, LLC
- Globele Energy, LLC
- Grass Roots Creamery
- Jumpin Jonnies
- Leete Stevens, LLC
- Live Every Day
- Michael J Keating Insurance Agency Inc.
- Paul Buettner Florist
- Robert Hensley & Associates, LLC
- Ruff Studio of Westport
- Stackpole Moore Tryon Tuesday's
- Sullivan Financial, LLC
- Swede's Jewelers, Inc.
- The Coffee Trade
- The Garden Barn Nursery & Landscape
- Winterberry Landscape & Garden Center

25-75 Full Time Employees

- Acme Wire Products Co., Inc.
- BioSafe Systems
- Earthlight Technologies
- Paine's Recycling and Rubbish Removal
- Superior Energy
- The North House
- VMS Construction Company

76-199 Full Time Employees

- Hughes Health & Rehabilitation, Inc.
- Kloter Farms
- Record-Journal
- Saybrook Point Inn & Spa

200+ Full Time Employees

- A/Z Corporation
- Allied Printing Services, Inc.
- Arbors of Hop Brook LP
- Gates Auto Group
- Highland Markets
- O&G Industries

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EDITORIAL

Election year tax-cut proposals should draw voter skepticism

Election-year politics often bring about grandiose promises from candidates looking to win office and this year is no different.

In recent weeks, state Democrats and Republicans have outlined their legislative agendas ahead of the Nov. 8 elections, with both parties pitching a series of tax cuts aimed at winning the favor of a populace that has been hit in the last six years with the two largest tax increases in state history.

Voters should be skeptical. It's not that we don't support cutting taxes — surely it would be a better way to spur private-sector investment than continuing the tax-and-spend policies to which our legislature has become accustomed.

But if the state is going to achieve any modicum of fiscal stability over the next few years, tax cuts must be secondary to spending reforms and reductions. With the state projected to be facing billion-dollar deficits in the next two fiscal years, lawmakers first must figure out how to make ends meet without raising taxes again, never mind thinking about ways to cut state revenue streams.

While the various tax-cut proposals represent good ideas that would make it more affordable to live and operate in Connecticut, they can't be taken seriously unless lawmakers pair them with a clear plan to balance the budget. So far, we haven't seen any convincing blueprints to make that happen from either party.

Among the proposals being bandied about is an increase in the property tax credit from \$200 to \$500 for individuals and families making less than \$100,000. That Senate GOP proposal would cost the state \$24.9 million in tax revenues per year over six years. Republicans also want to eliminate taxes on pension income under \$100,000, which would cost the state \$17.2 million per year.

Meantime, Democrats last week unveiled a series of tax-cut proposals including a measure to exempt new college graduates and social-security benefits from the income tax and making student-loan debt tax deductible.

The good news is that both Democrats and Republicans seem to be taking a pro-business stance heading into Election Day, with pledges not to raise taxes, an unsurprising stance they must be held accountable for over the next few years.

Democrats, also unsurprisingly, are much more upbeat about the state's prospects. As the majority party in the Senate and House, they have a higher risk of being ousted during a change election in which only 24 percent of the electorate approves the work being done by the General Assembly.

With all 187 House and Senate seats up for grabs, power in both chambers is within the grasp of either party, but voters are more likely to be swayed by honest plans to restructure state spending habits than by tax cuts that seem unlikely to happen in the face of mounting red ink.

Taxpayers are looking for some form of predictability from state government, as evidenced by a recent Connecticut Business & Industry Association survey, which found that businesses have a strong lack of confidence in state government, despite experiencing the highest levels of profitability in a decade. The 331 businesses that were surveyed said the best way to restore confidence is through fiscal stability and predictability.

The party that pitches the most likely plan to make either happen stands the best chance to win at the ballot box this November. ■

OTHER VOICES

Why our students need to embrace STEM now

By Bob Sobolewski

The talent pipeline for science, technology and advanced manufacturing jobs in the United States needs an enormous boost of interested kids — and fast.

By 2018, we may be short as many as 3 million high-skilled workers, according to a study released by the National Math+Science Initiative, which examines the crisis of STEM (science, technology, engineering, math) education in America.

Our competitive edge as a nation has sharply eroded over the last decade. Unfortunately, I witnessed this firsthand as CEO of a multinational manufacturing company.

If you are looking to fill jobs, you understand the challenges associated with finding well-trained and prepared talent from the pool of candidates available today in the U.S. Simple tasks such as finding a CNC machine operator, trained welders, or properly educated mechanical engineers have become difficult. And that's despite the fact that all of these can be lucrative and fulfilling careers for the right people.

I have often wondered why one of the most powerful and innovative nations in the world ranks so low in the quality of math and science education. The World Economic Forum ranks the U.S. 48th in those fields of study by the way. How did we allow this to happen?

As a nation, we need to continue to augment our education system with experiential learning and teambuilding activities outside the classroom. This is why I decided to step up and do my part in changing how we educate our kids. IngenuityNE Inc. is a not-for-profit public charity born out of my desire to help support research and STEM-focused programs here in New England.

Honestly, I got tired of reading about kids not interested in STEM. Our kids here are smart. They just need to realize the many life lessons they can be exposed to while building competitive robots and constructing projects with LEGOs.

We aligned with FIRST, one of the leading sources of STEM inspiration and competitive fun for young people, to form the New England District made up of Connecticut, Rhode Island, Maine, Massachusetts New Hampshire and Vermont.

Founded in 1989, FIRST entices our future workforce with mentor-based, research and robotics programs so they can witness firsthand the benefits of science and technology

careers. The FIRST program had more than 400,000 youth participants in 2015-16, with more than 200,000 mentors, coaches, judges and volunteers in 80-plus countries.

The impact of FIRST has been astounding, according to a 10-year analysis of its evaluation data led by Brandeis University. Not only are FIRST participants more likely to major in science or engineering fields, they also gained significant 21st century work-life skills critical for their future success in the workforce:

- 98 percent improved problem-solving skills;
- 95 percent increased time management skills;
- 93 percent increased conflict resolution skills;
- 76 percent strengthened communication skills.

So how can you get involved in this movement toward enriching much-needed STEM education?

The first step is awareness and communication. We need to openly talk about the STEM crisis in our nation and be willing to do something about it. Real change will occur out of necessity to keep growing and properly educating the talent pool for the future.

Business leaders and companies can:

- Financially support scholarships for



Bob Sobolewski

► **Simple tasks such as finding a CNC machine operator, trained welders, or properly educated mechanical engineers have become difficult. And that's despite the fact that all of these can be lucrative and fulfilling careers for the right people.**

NE FIRST students;

- Sponsor regional competitions throughout Connecticut and New England;
- Provide guidance and mentorship to students in grades K-12;
- Donate supplies and materials for the competitions;
- Create STEM advocates among your workforce;
- Encourage schools across New England to become involved with STEM-focused programs.

We can't allow this STEM crisis to continue to escalate, especially here in Connecticut. We need to offer engaging, fun and inspiring opportunities so our future leaders can follow a path that builds a stronger, more vibrant economy and rebuilds our competitive edge as a state and a nation. The time is absolutely now. Are you up to the challenge?

To learn more about FIRST in New England, visit nfirst.org.

To learn more about the FIRST international efforts, visit firstinspires.org. ■

Bob Sobolewski is a 30-year business veteran who headed up the U.S. division of the multinational manufacturer, ebm-papst Inc., before retiring and starting a change-management consulting business. Sobolewski is chair of the CBIA board of directors and in 2012 founded ingenuityNE, a not-for-profit public charity to create interest and excitement in STEM (science, technology, engineering and math) among K-12 students in New England.

HARTFORDBUSINESS.COM POLL

Is Sikorsky's proposed \$220M state financial aid package a good deal for CT?

☐ Yes

☐ No

To vote, go online to HartfordBusiness.com.

Last week's poll results:
Should municipalities be allowed to levy taxes beyond the property tax?

27.8% Yes

72.2% No

TALKING POINTS

How to mess up a business without breaking a sweat

By John Graham

No matter their strengths, businesses, like people, are always at risk. Some dangers are so blatant they dare being ignored. But others, far less obvious, cause untold — and even fatal — damage, eating away and undermining a company's best efforts. Their work is insidious and relentless, going unnoticed until it's too late. And it all happens without anyone breaking a sweat.

Even so, there are clear, but unseen, indicators that a business is in trouble. Here are seven to consider:

1. Wanting to believe everything is going great. Business people don't like bad news. They reject it as they would an unwanted solicitor.

And then they quickly add, "I want to be around positive people."

Jim Holt comes close to the truth in his review of Chuck Kloserman's book, "But What If We're Wrong." Holt states, "Most of what we believe is likely to be wrong." If that's true, then doubt, not certainty, is the only positive action.

2. Ignoring details. A lack of productivity imperils businesses, caused by the extraordinary

amount of time that's lost by following up on what's being ignored. We assume that someone will come along and clean up our mess.

But that's not the Apple way, as Michael Gartenberg discovered on his first day there. He sent someone an email. "I got it back, and at the end of it, it said, 'P.S. spelling counts here.'" Gartenberg had typed "the" as "hte."

The way we view details reveals how we regard others and what we view as important.

3. Decisions based on the leader's opinions. Many business owners and managers believe it's their role to be decider-in-chief. They have firm — cast in concrete — opinions on everything. Research, surveys, studies, facts, knowledge, and the experience of others don't count. They proudly trust their gut.

Employees learn quickly that discussion is useless, and new ideas are on an "Unwanted List." It's a perfect way to strangle a business.

4. Poor planning. Sure, it's fun to talk about wow ideas. They create excitement and lots of energy, but little or no action, even though that's what makes a difference. Everyone goes away and nothing happens. It's the same the next time.

To keep a business on track and growing, there's only one question that gets the wheels moving, that generates fire, not smoke. There's only one question that gets results: "Who's going to do what, why, and when?" Nothing else matters.

5. Data blindness. When asked why his

► **Many business owners and managers believe it's their role to be decider-in-chief. They have firm — cast in concrete — opinions on everything.**

insurance agency couldn't launch an e-newsletter for its clients and prospects, the principal, a smart client-oriented and capable underwriter, said, "We can't do it until we get our database straightened out." He's not alone. Good businesses fall behind and others die or merge because they're gridlocked, unable to develop and implement an effective plan to gather the information they need.

Too many suffer from the debilitating case of data blindness, the inability to recognize that their survival depends on the accuracy and completeness of updated, relevant, reliable and accessible information.

6. Failure to adapt to customer behavior. After launching its Nest Cam, the company found that many customers were pointing them out the window to keep track of what was going on, according to IoT Daily's Chuck Martin. Rather than letting a competitor run with the idea, they launched a weatherproof outdoor version to solve the problem.

Unfortunately, "Maybe we should wait and see what happens" is the common reaction,

which is followed by "Why didn't we do that?" after it's too late.

7. A confusing culture. It seems to happen at entrepreneurial-type companies where management is highly motivated and hard driving. Along with it is a laissez faire attitude that everyone can be left alone and they will automatically do their job. When that doesn't happen, there's disappointment that people didn't live up to the challenge.

Instead of setting people in a direction with agreed upon expectations, they are set adrift. And all the while, they think they're doing what's required. A confusing culture causes havoc.

Messing up a business is easy. It doesn't take effort. We should never drink our own Kool-Aid. It puts us to sleep. But the anecdote is simple: always worry; look over your shoulder; never get comfortable. ■

John Graham of GrahamComm is a marketing and sales strategy consultant and business writer. Contact him at jgraham@graham-comm.com, 617-774-9759 or johnrgraham.com.



John Graham

BIZ BOOKS

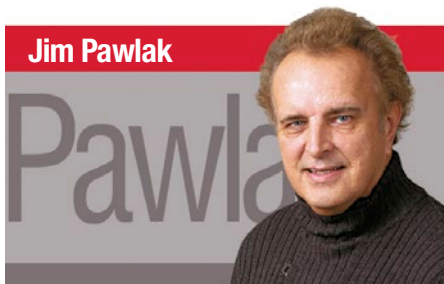
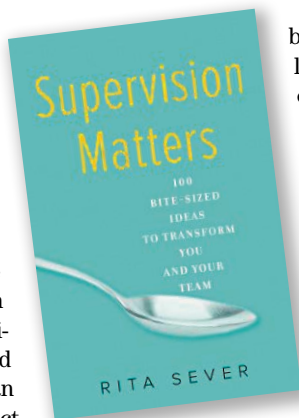
Tips to becoming a better boss

"Supervision Matters: 100 Bite-Sized Ideas to Transform You and Your Team" by Rita Sever (She Writes Press, \$16.95).

Notwithstanding what's not said in exit interviews for fear of burning bridges, a Gallup poll shows that most people quit because of their supervisor. So when there's high turnover in your department, it's time to look at how you supervise.

That begins with "How you think about you." Your actions and inaction directly affect the way you relate to your team. Make time to "meet with yourself" each week to go over your interactions with your employees. Some questions to ask "you": "Did I take into account the difference in personalities when communicating?" "Did I show a bias (good or bad) when dealing with an employee; if so, why?" "Did I act or react to situations based on assumptions rather than facts?" "What was my reaction to employee feedback?" "If concerns were raised, how did I address them?"

Your answers give you a picture as a leader as viewed by your staff. If they convey "I'm in charge," you're viewed as a leader-by-title, which doesn't make you a real leader. "In charge" tells employees "that the supervisor doesn't care about the staff member's learning process or ideas." Employees disengage; they don't want to be thoughtless drones. The



Jim Pawlak

best ones will quit — and you'll be left with a mediocre team, which can't produce optimal results.

To truly lead, you must view the supervisory relationship as a partnership. Sever's "100 Bite-Sized Ideas" see the supervisor as a super-guide, coach and mentor. As such, employees-as-partners know the supervisor adds value by guiding challenge and learning, and ensuring they have the resources needed to

finish what they start. Engagement flourishes as people own their jobs. Two-way communication keeps everyone in the loop. Wins are celebrated; missteps become learning experiences. Productivity climbs.

Key takeaway: A supervisor who wants to keep staff engaged will listen first and then ask how he/she may assist.

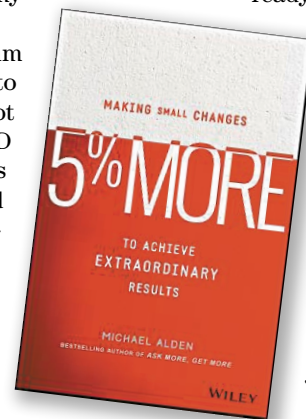
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"5% More — Making Small Changes to Achieve Extraordinary Results" by Michael Alden (John Wiley & Sons, \$25).

► **A supervisor who wants to keep staff engaged will listen first and then ask how he/she may assist.**

Section IV "Give 5 Percent More to Your Business" highlights how small changes pay off big time. Here's an example: I made two suggestions to Dennis, a friend who manages a time-share property: 1. Use select-a-size paper towels rather than full-size; 2. Lower the temperature of the hot tubs from 104 to 100; people wouldn't notice the four-degree difference. He did the math — implementing the changes would save a little over \$10,000 per year. The "found money" could be used in other areas, or put into the rainy-day account.

The "found money" got him thinking about small ways to find more. He started a pilot program by installing LED lights over bathroom vanities in 20 percent of the units and LED motion-detecting outdoor lights along high-travel walkways. He estimates the annual savings in electric bills at \$9,000; he'll recoup the cost of the equipment



in 1.3 years. Little by little he'll equip the whole complex; annual savings will be about \$45,000 steady-state.

Alden believes that every business can identify and implement small

changes that find "hidden" money. How? By getting employees thinking about ways to improve the way the business does business. The people closest to the jobs know what works, what doesn't and what may work. Management must give them the freedom to do what-if thinking.

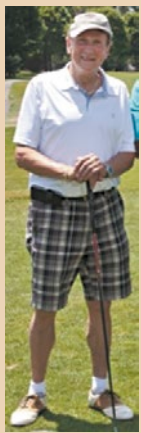
He provides this advice on increasing revenue: Focus more on your existing customers than prospects. They already bought; you don't have to sell them; most likely, they'll buy again. They are also a

ready source of word-of-mouth referrals, which provides free, testimonial advertising. To get the most out of your customer base, stay in touch constantly.

Other sections of the book deal with getting more out of life by breaking down big goals into small, easy-to-achieve steps. ■

Jim Pawlak is a nationally syndicated book reviewer.

OF NOTE



Helmar Wolf

HELMAR WOLF NAMED SOUTH WINDSOR CHAMBER OF COMMERCE BUSINESS PERSON OF THE YEAR

Helmar Wolf, CEO of the Mill Restaurant Group, has been selected as the 2016 South Windsor Chamber of Commerce's Business Person of the Year.

Helmar has been a champion of South Windsor business, and a supporter of many community groups and nonprofits, including the chamber.

He will be honored at the Chamber's Business Person of the Year Ceremony at Maneeley's Banquet Facility.

...

LAZOWSKI TAPPED TO CHAIR NATIONAL PARKING GROUP

Alan B. Lazowski, chairman, CEO and founder of Hartford's LAZ Parking, has been elected chairman of the board of directors of the Washington, D.C.-based National Parking Association (NPA).

Lazowski took office Sept. 19 for a two-year term.

During his tenure, Lazowski and the board of directors will focus on education, research and advocacy to build strong parking communities in the private and public sector. Lazowski promised to continue implementing relevant tools and best practices to show commitment to the industry across all levels.

Lazowski co-founded LAZ Parking in 1981 while attending the University of Connecticut. Since then, LAZ Parking has grown into a national hospitality parking company with revenue in excess of \$1 billion and more than 10,000 employees.

...

MANCHESTER COMMUNITY COLLEGE NAMED MILITARY FRIENDLY SCHOOL BY VICTORY MEDIA

Manchester Community College has been named a military friendly school by Victory Media Inc., for 2017. The list recognizes the top 15 percent of colleges, universities and trade schools that are doing the most to accommodate America's military service members, veterans and spouses as students and ensure their success on campus.

...

LONGTIME CT REVENUE SERVICES EMPLOYEE RECOGNIZED FOR SERVICE

Ken Gorenstein, a 33-year veteran of Connecticut's Department of Revenue Services, is being honored with its "Service Excellence" award. Gorenstein, who started his career with DRS in 1983, has recommended permit process changes that have generated \$35 million in revenue since July 1, 2013, DRS Commissioner Kevin Sullivan said.

The DRS Service Excellence Award was first given in 1997 to agency employees nominated by a taxpayer or co-worker.

...

STATE'S TRANSPORTATION CRASH REPORTING PARTNERSHIP GARNERS AWARD

The Governor's Highway Safety Association (GHSA) has awarded the Connecticut Department of Transportation and UConn Transportation Safety Research Center (CTSRC) a national award for their joint reporting of crash data.

Officials from the CTDOT and the CTSRC accepted the Peter K. O'Rourke Special Achievement Award in the Field of Highway Safety on Aug. 31 at the GHSA annual meeting for CTDOT's motor vehicle crash reporting system and CTSRC's development of the Connecticut Crash Data Repository, DOT Commissioner James P. Redeker said.

In just over two years, the two partnering agencies have developed a statewide electronic crash reporting system based on the national model minimum uniform crash criteria that provides real-time crash data to all highway safety users. Crash report processing times have been reduced from 16 months to two weeks as a result, he said.

Please Note: All electronic submissions for Accolades should be sent to news@HartfordBusiness.com. For more information about the Hartford Business Journal's Accolades Page, please visit www.HartfordBusiness.com.

NEW COUNTRY DONATES SCHOOL SUPPLIES TO HARTFORD STUDENTS



▶ New Country Motor's third annual "Stuff a MINI to the Max" campaign provided hundreds of Hartford Public School students with brand new backpacks filled with school supplies. Six MINI Cooper cars filled with school supplies rolled into the Welcome Center Family Services office of Hartford Public Schools where they were greeted by crowds of children, parents and Hartford officials. Pictured (from left) are: Sam Herman, New Country MINI; Richard Wareing, chairman of the Hartford Board of Education; Luke Bronin, mayor of Hartford; Minnie Gonzalez, state representative; and Beth Schiavino Narvaez, superintendent of Hartford Public Schools.

HARTFORD YARD GOATS GIVE BACK TO COMMUNITY



▶ Members of the Hartford Yard Goats staff, including General Manager Tim Restall, recently spent the day building a greenhouse in partnership with the Keney Park Sustainability Project. The greenhouse will help to provide fresh produce, and agricultural and environmental programming to school partners throughout the city.

CT CPAS HOLD CHARITY KICKBALL TOURNAMENT



▶ The Connecticut Society of CPAs New and Young Professionals Group recently held its seventh annual Charity Kickball Tournament at Norton Park in Plainville. The event drew 100 new and aspiring CPAs and raised \$1,825 to benefit Foundation for Life. Donations from the tournament will be used to purchase bikes for local children in need.

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